

2. Essentials and Objectives of Costing Marketing Activities, by PROFESSOR WILLARD E. FREELAND, Professor of Marketing, Massachusetts Institute of Technology and President of Freeland and Warren, Inc.

3. Selective Selling as to Territory, Outlets, etc., by GUY C. SMITH, Advertising Manager and Head of the Commercial Research Department, Libby, McNeill & Libby.

4. Spreading a Seasonable Business Over the Year and Its Relation to Unit Costs of Marketing, by GEORGE D. OLDS, JR., General Sales Manager, The Hills Brothers Company.

5. Selecting and Training Salesmen and Their Relation to Overhead and Direct Costs of Marketing.

6. Reducing Marketing Costs to Reconstruct a Business.

7. Hand to Mouth Buying: Its Effect on Marketing Costs and Methods of Keeping Down the Extra Costs, by DR. LEVERETT S. LYON, The Institute of Economics.

Programs, which will be issued about March 6th, will give more details.

Training of Salesmen

C. S. Coler, Manager of the Educational Department at Westinghouse Electric & Manufacturing Company and Chairman of the Employees' Training Group of the Association together with J. H. Greene, Director, Research Bureau for Retail Training, University of Pittsburgh, are arranging a one-day program on Training of Salesmen for his group at the Palmer House, Chicago, on March 30th, immediately following the Marketing Executives' Conference. Details will appear later in the Marketing Executives' Conference program. The topics for discussion will include:

1. The Place of Training Salesmen in Sales Management.

2. Training Salesmen Who Sell to the Distributor or Consumer.

3. Training Salesmen Who Sell to the Producer of Merchandise or Salesman.

4. Training the Sales Supervisor to Train.

Financial Executives' Conference

H. A. Fountain, Treasurer, The Ohio Public Service Co. and newly elected Vice President in charge of the Financial Executives' Division of the Association announces that the Annual Financial Executives' Conference will be held in New York, Thursday and Friday, April 26 and 27th. Probable topics include:

1. Decentralized Accounting — Methods and Advantages.
2. New Developments in Company Financing.
3. Organization of Financial, Accounting and Related Functions.
4. How to Operate a Work Calendar of Thirteen Equal Periods.
5. Technique of Costing Marketing Activities.
6. Installment Selling and Financing.
7. Trends in the Composition of Boards of Directors.

Production Executives' Conference

Oscar Grothe, Vice President of the White Sewing Machine Company and Vice President in charge of the Production Executives' Division of the American Management Association announces that the Production Executives' Division will hold its Annual Conference in cooperation with the Management Division of the American Society of Mechanical Engineers, COL. WILLIAM L. CONRAD, *Chairman*, at the Hotel Statler, Buffalo, N. Y., May 23, 24 and 25th. The program will include:

- Incentives for Operators (one day)
- Incentives for Foremen (one-half day)
- Training of Foremen (one-half day)
- Training of Manual Workers (one day)

Suggestions for the program both as to problems to discuss and speakers will be welcome.

New Members

The following members joined the Association since January 20, 1928:

Company

Alpha Portland Cement Co.
 American Bosch Magneto Corporation
 Berry Brothers, Inc.
 Chase Brass & Copper Co., Inc.
 Colgate and Company
 Hart Schaffner & Marx
 The Hendey Machine Company
 Insurance Company of North America
 Management Research Groups, England
 McGraw-Shaw Company
 Miller, Franklin, Basset & Company
 The Minnesota Mutual Life Insurance Company
 The Pure Oil Company
 Société Parisienne de Confection
 Stevenson, Harrison & Jordan.

Individual

Forty-two individual members joined the Association since January 20, 1928.

Reprints Available to Members

Training Craftsmen—A description of the employee training program of R. R. Donnelley & Sons Company.

Shares Without Par Value—Quasi Par Value Treatment—Stock Dividends, by HARRISON TILGHMAN of the New York Bar. A discussion of certain benefits inherent in true no-par which are curtailed by quasi par value treatment.

Lateness of Plant Employees, by RALPH E. MOTLEY, The Atlantic Refining Company. A study of causes and cures.

Bethlehem Steel Company's Employees' Investments, Bethlehem Review, February 1, 1928.

Safeguarding Managerial Time—Report I of the Hammermill Survey of Business Practice.

Measuring Managerial Performance

It will be appreciated if any person who has begun to measure managerial performance by even attempting to set up standards of performance for departmental and general executives and by attempting to appraise the performance of these executives on such a basis, will send information about it to W. J. Donald, Managing Director, at 20 Vesey Street, New York, N. Y.

London Industrial Education Conference

It would be appreciated if anyone who is especially interested in education in industry and who is likely to be in London, England, June 12, 13, and 14, 1928, would so inform the Managing Director of the American Management Association.

International Management Congresses

The Fourth International Management Congress will be held in Paris in 1929. There will also be an International Engineering Congress in Japan in October, 1929, in which Management will be featured.

Institute of Management

Harry Arthur Hopf, recently elected President of the Institute of Management, announces the election of the following other officers and committee chairmen.

L. P. ALFORD, Vice President and Chairman of the Committee on Charter and By-Laws.

SANFORD E. THOMPSON, Vice President.

PROFESSOR C. S. YOAKUM, Chairman of the Committee on Admissions.

PROFESSOR JOSEPH W. ROE, Chairman of the Committee on Technical Meetings and Publications.

GORDON WILSON, Chairman of the Committee on Code of Ethics.

Literature Available

Production

- ☐ A Management Viewpoint of Extra Incentive Wage Plans \$.50
By FRANK P. COX, Manager, West Lynn Works, General Electric Company.
- ☐ Profit Sharing50
By RALPH E. HEILMAN, Dean, School of Commerce, Northwestern University.
- ☐ Extra Incentive Wage Plans from a Psychological Viewpoint50
By HARRY D. KITSON, Professor of Psychology, University of Indiana.
- ☐ Extra Incentive Wage Plans for Maintenance Forces, Clean Up Gangs, Watchmen, Janitors... .75
By A. D. BYLER, JAMES BROOKS, H. W. ARLIN, OSCAR GROTHE, R. M. HIDEY.
- ☐ Extra Incentive Wage Plans for Inspectors..... .75
By W. R. TUTTLE, H. I. SMELTZER, E. E. BRINKMAN, OSCAR GROTHE.
- ☐ Extra Incentive Wage Plans for Stock Keepers and Stock Handlers, Loading and Unloading Gangs, etc.75
By E. E. BRINKMAN, Industrial Manager, Holeproof Hosiery Company.
- ☐ Extra Incentive Wage Plans: Selecting a Fitting Plan; Installing and Modifying a Plan; Measuring the Results of a Plan..... 1.50
A Symposium.

Marketing

- ☐ Branch Office Management..... 1.50
By C. E. ALLEN, F. M. PAYNE and A. T. KEARNEY.
- ☐ Organizing a Campaign for a New Product.... 1.50
By MARTIN J. WOLF, MATT DENNING and J. A. HARLAN.
- ☐ Territorial Market Analysis..... .75
By H. G. WEAVER, Assistant to Director, Sales Section, General Motors Corporation.
- ☐ The Sales Supervisor's Part in Training..... .75
By JAY REAM, Assistant Superintendent of Agencies, The Mutual Benefit Life Insurance Company.
- ☐ Marketing Policies and Sales Methods That Stabilize Business 1.00
By R. B. FLERSHEM, J. J. SLEIN, ARTHUR M. EAST, H. R. LANE, JOSEPH H. BARBER and CLARKE P. POND.

General

- ☐ Ethics and Methods of Handling References.... .75
By EARL B. MORGAN, Manager, Employment and Service Department, The Curtis Publishing Company.
- ☐ The Scope of Public Relations..... .75
By W. S. VIVIAN, Director of Public Relations, Middle West Utilities Co.
- ☐ Supervision and Leadership75
By HENRY C. METCALF, Vice-President, Continental Baking Corporation.
- ☐ Status of Personnel Men in the Organization.... .75
By J. W. DIETZ, Superintendent of Industrial Relations, Kearny Works, Western Electric Company, Inc.
- ☐ The Scope of Activities of a Personnel Department75
By HOMER E. NIESZ, Manager of Industrial Relations, Commonwealth Edison Company; A. A. KNAPP, Director of Personnel, The Coleman Lamp & Stove Company.

Financial

- ☐ The Office Supervisor's Part in Training..... .75
By W. H. LEFFINGWELL, President, Leffingwell Ream Company.
- ☐ Service Ratings for Office Employees..... .75
By FRED TELFORD, Chief of Staff, Bureau of Public Personnel Administration.
- ☐ Meeting and Minimizing Peaks in Office Work.. 1.00
By HENRY WIREMAN COOK, D. L. BILLINGS, CHARLES A. HAMMARSTROM, AUSTIN O. UHL, DWIGHT T. FARNHAM, GEORGE A. DRIEU, JOHN E. RAASCH, A. M. JONES and ELIZABETH JASPRING.
- ☐ Necessary Financial and Statistical Reports.... 1.50
By W. F. WOODBURY, G. W. WILLIAMSON and E. L. LALUMIER.

Office

- ☐ Training Office Employees..... 1.25
By H. M. JEFFERSON, EARL B. MORGAN and ETHEL SCHOLFIELD.
- ☐ The Control of Output in Offices .75
By WALLACE CLARK, Consulting Management Engineer.
- ☐ The Field of Office Management..... .50
By M. B. FOLSOM, Assistant to the President, Eastman Kodak Company.
- ☐ Extra Incentive Wage Plans for Office Employees 1.50
By F. L. ROWLAND, W. J. HARPER and P. H. MYERS.
- ☐ Methods of Computing and Charging Office Costs of Operation75
By H. J. TAYLOR, Office Manager, Jewel Tea Co., Inc.

These reports are available to non-members at the above prices. *Orders for less than \$1.00 net must be accompanied by cash.*

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